

Analysis of Employee Work Productivity at PT Ling Yun Indonesian Automotive Industry Technology Bekasi

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Abstract: *This study aims to analyze the work productivity of employees at PT. Ling Yun Indonesian Automotive Industry Technology Bekasi. The research method used is a qualitative descriptive with data collection techniques through observation, interviews, and documentation. Data analysis uses 1 the Miles and Huberman model consisting of data reduction, data presentation, and conclusion drawing. The results showed that the work productivity of employees at PT. Ling Yun Indonesian Automotive Industry Technology Bekasi is generally quite good, but there are still several aspects that need to be improved. The skills and professionalism of employees are already in accordance with the Standard Operating Procedures (SOP), but discipline in completing production targets still needs to be improved. The work spirit and work ethic of employees are good, but self-development through routine training is still less than optimal. The quality of employee work is good with fairly high creativity. The company has been trying to maximize human resources by creating a conducive work environment and providing supporting facilities. The recommendations given include improving employee discipline, providing routine training, courses, and industrial visits for employee development, as well as maintaining and improving the already good quality of work. This study is expected to provide input for the company in an effort to improve employee work productivity.*

INTRODUCTION

Competition among companies in the current era of globalization is becoming increasingly intense, requiring human resources who are capable of quickly mastering technology and adapting to technological changes (Febrianti et al., 2024: 719). Therefore, the utilization of human resources must be managed properly in order to work effectively, efficiently, and achieve high performance. In the context of a company, work participation refers to the extent to which employees are involved in the work process and decision-making

(Rambembuoch et al., 2023: 537–538). This participation includes various aspects ranging from involvement in planning, task execution, to contributions in the development of innovative ideas. A high level of work participation is believed to increase employee motivation, job satisfaction, and ultimately work productivity. However, in reality, there is often a discrepancy between expectations and actual conditions in the field, where employee participation is still not optimal (Maldini et al., 2023a).

Work productivity is a measure of the efficiency and effectiveness of labor in producing a certain output or result within a specified period. This aligns with the opinion of Sukmayadi (2024: 1), who states that productivity is a concept that measures how efficiently resources are utilized to generate output or results. In simple terms, productivity refers to the ability of an individual or organization to produce something optimally. In other words, productivity reflects the comparison between the results achieved (output) and the efforts or resources used (input). The concept of work productivity is generally measured by comparing the output produced with the input used, such as time, labor, and other resources (Monika et al., 2023: 358). The higher the work productivity, the greater the output produced with the same or even fewer inputs.

Work participation and work productivity are two interrelated aspects that significantly influence the overall performance of a company. Work participation refers to the extent to which employees are involved in decision-making processes and in carrying out tasks that contribute to the achievement of organizational goals (Komariyah et al., 2023: 90). Employees with a high level of work participation tend to feel more valued and motivated, which in turn can enhance their work productivity. Work productivity, on the other hand, is a measure of labor efficiency in producing a certain output. High work productivity indicates that employees are able to generate greater output with the same or even fewer resources (Sullaida et al., 2023: 24). In the automotive industry sector, where competition is intense and the demand for high-quality products continues to rise, maintaining and improving work productivity is essential (Wulan Febriani et al., 2023: 540).

Human resources are an essential element that plays a crucial role in the success of a company. Even in an era of technological advancement, the role of humans remains critical in achieving corporate success. Essentially, companies seek to obtain optimal results or maximum profit from their business activities (Saputri, 2022: 57). Therefore, the workforce responsible for implementing company policies must possess adequate knowledge and skills (Ambarsari et al., 2023: 1013).

PT. Ling Yun Indonesian Automotive Industry Technology Bekasi is a company engaged in the manufacturing of automobile spare parts, located at Greenland International Industrial Center, Block BA No. 02, Sukamahi Subdistrict, Central Cikarang District, Bekasi Regency, West Java. The company was established in April 2016. It specializes in producing car frames, including door sashes, door tracks, bumpers, reinforcements, and brackets. Throughout its journey, the company has received various awards and certifications that recognize its commitment to quality and innovation.

Employee performance is strongly influenced by factors such as an individual's level of knowledge, education, and experience. The higher a person's capabilities, the greater the likelihood of achieving high performance (Ratnasari et al., 2023: 709). Conversely, a lack of knowledge, skills, and experience can result in low employee performance. Therefore, having good work quality is crucial for every employee. The higher an individual's ability to perform their tasks, the greater the potential to achieve optimal performance (Salsabilla Niken, 2024:

324). In the context of work ability, there are still some employees who delegate their job responsibilities to their colleagues.

Based on the description above, the author is interested in conducting further research with the title: “**Analysis of Employee Work Productivity at PT. Ling Yun Indonesian Automotive Industry Technology Bekasi.**” The objective of this study is to examine and gain an understanding of employee work productivity at PT. Ling Yun Indonesian Automotive Industry Technology Bekasi.

LITERATURE REVIEW

Management

R Terry (Raymond et al., 2023:2) states that management is a process consisting of planning, organizing, activating and controlling actions carrier out to determine and achieve predetermined targets through the use of human resources and other resources. Then John D. Millett (Patma, et al.,2019:3) states that management is the process of guiding, directing and providing work facilities to people organized in journal groups to achieve predetermined goals. Furthermore, Ernie and Kurniawan (2019:4) define management as the art or process of completing something related to achieving goals. Management is needed as an effort so that business activities can run effectively and efficiently. Effective means the ability to determine appropriate goals related to achieving targets, while efficiency means the ability to use as few resources as possible to achieve organizational goals.

Human Resource Management

According to Hasibuan (Supriadi et al, 2022:3) states that human resource management is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society. Furthermore, Rivai & Jauvani (Adamy, 2016:3) state that human resource management is a collection of knowledge about how human resources should be managed which includes aspects of planning, organizing, implementing and controlling production, marketing and staffing functions. in achieving company goals. Then Stoner (Suhardi, 2018: 217) defines that human resource management is an ongoing procedure that aims to supply an organization or company with the right people to be placed in the right positions and positions when the organization needs them. Human resource management includes efforts to promote personal progress, employee satisfaction, and comply with provisions relating to employment. The main target of human resource management is to maximize organizational productivity through optimizing employee activity and simultaneously improving the quality of employee life and treating employees as highly valuable resources for the organization.

Work

According to Hutubessy et al. (2023: 513), productivity is a measure of efficiency in generating output from the input used. In general, productivity refers to the ratio between output (the results produced) and input (the resources utilized to generate that output). Furthermore, Sukmayadi (2024: 1) states that employee work productivity is a concept that measures how efficiently resources are used to produce output or results. In simple terms, productivity refers to the ability of an individual or organization to produce something optimally. In other words, productivity reflects the comparison between the results achieved (output) and the efforts or resources used (input). Peter F. Drucker (2020) defines productivity

Productivity

as the balance between various factors that deliver optimal output at minimal cost, thus emphasizing the importance of efficiency in resource management. Additionally, Vincen Gasverz, as cited in Sukmayadi (2025: 2), describes productivity as a combination of effectiveness and efficiency, involving the relationship between input and output to achieve optimal results.

Performance

Herman Aguinis (2023) states that performance analysis is part of a larger system known as performance management. It involves measuring results and behaviors, analyzing performance data, identifying trends, determining gaps between targets and achievements, and providing feedback for improvement. Similarly, Nandini Chawla and T. V. Rao (2023) emphasize that performance analysis is a crucial element of the Performance Management System (PMS), encompassing planning, analysis, review, coaching, capability building, and other related activities. In essence, performance analysis is the process of reviewing or analyzing the performance that has been or is being achieved, identifying weaknesses and opportunities for improvement, supported by data and feedback. Furthermore, Jason D. Marshall, Herman Aguinis, and Jose R. Beltran (2024) describe performance analysis as an assessment of capabilities, opportunities, and relevant interactions that influence performance. This model allows performance to be viewed not only as an output but also as a result of the underlying supporting factors.

Analysis

METHOD

This study employs a qualitative descriptive method by conducting direct observations, interviews, and analyzing documents related to employee work productivity at PT. Ling Yun Indonesian Automotive Industry Technology Bekasi. The descriptive method is used to uncover facts with accurate interpretation and to obtain a systematic description and precise factual information. The object of this research is employee productivity, with the research subject being PT. Ling Yun Indonesian Automotive Industry Technology Bekasi, located at Greenland International Industrial Center, Block BA No. 02, Sukamahi Subdistrict, Central Cikarang District, Bekasi Regency, West Java. Data collection techniques include observation, interviews, and documentation. To ensure data validity, tests for validity, adaptability, reliability (dependability), and objectivity (confirmability) were applied. Data analysis was carried out using the Miles and Huberman model, which consists of data reduction, data display, and conclusion drawing.

RESULT AND DISCUSSION

Results: Employee Work Productivity at PT. Ling Yun Indonesian Automotive Industry Technology Bekasi

Results of Data Collection
 From the capability dimension regarding employee skills at PT. Ling Yun Indonesian Automotive Industry Technology Bekasi, it can be observed that employees already possess good skills in accordance with the company's SOPs. Since the company also collaborates with state-owned enterprises (BUMN), in addition to producing high-quality products, employees are required to have skills that meet the established SOP standards. The second dimension, which concerns improving results related to employee discipline in production, indicates that overall employee discipline is fairly good. However, there are still instances where some

production targets are not completed on time, and there are cases where employees are less disciplined regarding the company's designated working hours, such as being late in returning from breaks. The third dimension relates to work spirit or work ethic. Overall, the employees' work ethic at PT. Ling Yun Indonesian Automotive Industry Technology Bekasi is fairly good, but it still needs improvement, particularly in terms of discipline and time management. Regarding the dimension of self-development, the company does provide training to employees; however, the training is mostly given only during the recruitment process and is not conducted regularly. The quality dimension, which focuses on work quality, is assessed through direct observation of work results and employee responses to tasks. Some employees are able to quickly understand job descriptions, while others are less motivated and reluctant to learn. Finally, in terms of efficiency, the company seeks to maximize human resources by providing a comfortable and harmonious work environment and by facilitating employees' needs to support their work.

Results of Data Reduction
 From the capability dimension, overall employees at PT. Ling Yun Indonesian Automotive Industry Technology Bekasi possess adequate skills in their respective fields. Before starting work, they undergo a selection test, and nearly all employees already have prior work experience. For the dimension of improving results, employees generally demonstrate good work discipline with respect to production levels. However, there are still a few individuals who need to improve their discipline and responsibility in meeting production targets. Regarding the work spirit dimension, the employees' work ethic at PT. Ling Yun Indonesian Automotive Industry Technology Bekasi is generally good, as they consistently complete their tasks. Nevertheless, there are still areas that require further improvement. In terms of self-development, almost all employees have been provided with training by the company prior to starting work in order to enhance their capabilities. Regarding the quality dimension, employee work quality can be assessed through observation, attendance records, diligence, and production reports from section heads or supervisors. Lastly, in the efficiency dimension, to maximize human resources in relation to production levels, the company strives to create a harmonious and comfortable work environment and to provide employees with the necessary tools and facilities to support their work.

Data Presentation Results

In terms of the capability dimension, employees of PT. Ling Yun Indonesia Automotive Industry Technology possess good skills in their work. Before starting employment, they are required to take an entrance test, and most of them already have prior work experience. This enables them to produce optimal products that comply with the company's Standard Operating Procedures (SOP). Regarding the achievement dimension, employees at PT. Ling Yun Indonesia Automotive Industry have demonstrated fairly good discipline in meeting production targets. Employees perform their respective duties in accordance with the company's instructions and regulations. However, there are still some areas that require improvement, particularly in employee discipline related to production targets. A lack of discipline in this area has resulted in occasional instability in production achievement. In terms of the work spirit dimension, employees generally perform their tasks well, diligently, and enthusiastically. They continuously strive to meet the company's production targets and complete their tasks thoroughly. For the self-development dimension, the company provides initial training to employees prior to their employment to enhance their skills. Employees expect that such

training be provided not only at the recruitment stage but also on a regular basis, delivered by experienced instructors with skills relevant to their jobs. Regarding the quality dimension, employees have demonstrated a fairly high level of creativity and good work quality in producing optimal products. The products they produce are in accordance with the company's SOPs, as evidenced by the fact that their clients include not only private companies but also state-owned enterprises (BUMN) such as PLN. Lastly, in terms of efficiency, PT. Ling Yun Indonesia Automotive Industry strives to maximize its human resources by creating a comfortable and harmonious work environment and providing employees with the necessary tools and facilities to support their productivity and improve product output.

Discussion

The employees of PT. Ling Yun Indonesia Automotive Industry have demonstrated a good level of competence in maximizing their skills and work professionalism, as they have fulfilled the company's Standard Operating Procedures (SOP). Their skills, knowledge, and work experience are considered good since they undergo testing prior to employment and most of them have prior work experience in their respective fields. Their professionalism is also fairly good, as they perform their tasks in accordance with company directions and carry out their respective job descriptions well. However, there are still occasional delays in completing production or failure to meet deadlines. In terms of achievement, employee discipline in production activities is relatively good, as they generally follow company regulations and carry out their assigned duties. Nevertheless, there are still some employees who need improvement in their discipline, particularly regarding the timely completion of production projects, as delays sometimes occur that affect the company's production targets. Regarding work spirit, employees of PT. Ling Yun Indonesia Automotive Industry exhibit a good work ethic, working hard and diligently. This is reflected in their consistent effort to complete tasks given by the company and their commitment to achieving production targets. For self-development, employees expect the company to provide dedicated training programs and facilitate company visits to other organizations to allow them to learn and gain new insights. They also expect the company to provide training sessions not only during the recruitment process but also on a regular basis to enhance their competencies continuously. In terms of quality, the employees possess good work quality, creativity, and a high level of enthusiasm in producing work outcomes. Their products are of high quality and meet the company's SOP standards. Lastly, regarding efficiency, employees of PT. Ling Yun Indonesia Automotive Industry have generally performed well in producing output. The company strives to create a comfortable and harmonious work environment and provide adequate facilities to support employees, thereby improving production levels. However, this process still requires improvement since some employees or work teams have not yet consistently achieved the given targets.

Analysis of Employee Work Productivity

Based on the research findings above, the analysis of employee work productivity at PT. Ling Yun Indonesia Automotive Industry Technology Bekasi can be described as follows. According to Keith Davis in Anwar Prabu (2017:113–114), there are three dimensions of employee productivity: emotional and mental involvement, motivation to contribute, and acceptance of responsibility. Meanwhile, Edy Sutrisno (2020: 104) states that there are five dimensions of employee work productivity: ability, improving results achieved, work enthusiasm, self-development, quality, and efficiency. Regarding ability, employees of PT.

Ling Yun Indonesia Automotive Industry Technology Bekasi have demonstrated good skills and professionalism, as they carry out their work in accordance with company directives and established rules. For improving results achieved, employee discipline at PT. Ling Yun Indonesia Automotive Industry Technology Bekasi is fairly good in relation to production levels. Employees generally perform their tasks according to company regulations. However, there are still some employees whose discipline needs improvement, particularly regarding attendance and adherence to production tasks. Some employees occasionally experience delays in completing production or customer orders, resulting in failure to meet deadlines. In terms of work enthusiasm, the employees of PT. Ling Yun Indonesia Automotive Industry Technology Bekasi have shown a good work ethic and enthusiasm, as they work hard and diligently to complete tasks assigned by the company and strive to achieve production targets. Regarding self-development, employees expect the company to provide training, courses, and opportunities to visit other companies to enhance their skills and broaden their knowledge. They also hope that training will be provided not only at the time of recruitment but also on a regular basis. In terms of quality, employees at PT. Ling Yun Indonesia Automotive Industry Technology Bekasi have demonstrated good work quality, with creativity and a high level of work spirit, resulting in quality products that meet Standard Operating Procedures (SOP). Finally, regarding efficiency, the company makes efforts to maximize human resources by creating a comfortable and harmonious work environment and providing tools and equipment that support production, with the goal of increasing production levels.

CONCLUSION

Based on the results of the study, it can be concluded that the overall work productivity of employees at PT. Ling Yun Indonesian Automotive Industry Technology Bekasi is generally quite good, although there are still several aspects that need improvement. Employee skills and professionalism are in accordance with the company's Standard Operating Procedures (SOP). However, discipline in meeting production targets still requires improvement, as delays occasionally occur. Several factors influence employee work productivity at PT. Ling Yun Indonesian Automotive Industry Technology Bekasi, including ability, discipline, work enthusiasm, self-development, work quality, and efficiency. Employee enthusiasm and work ethic are already good, but self-development through regular training remains suboptimal. Employee work quality is generally good, supported by relatively high creativity. The company has made efforts to maximize human resources by creating a conducive work environment and providing supporting facilities. Efforts to Improve Employee Productivity To enhance employee work productivity, several measures can be implemented, including: Improving employee discipline, particularly in meeting production deadlines and completing tasks on time. Organizing regular training programs, courses, and industrial visits to support employee self-development and skill enhancement. Maintaining and further improving the already good quality of work and creativity. Continuously creating a comfortable and harmonious work environment while providing adequate facilities to support production. Providing motivation and encouragement to employees to perform better and consistently meet production targets.

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